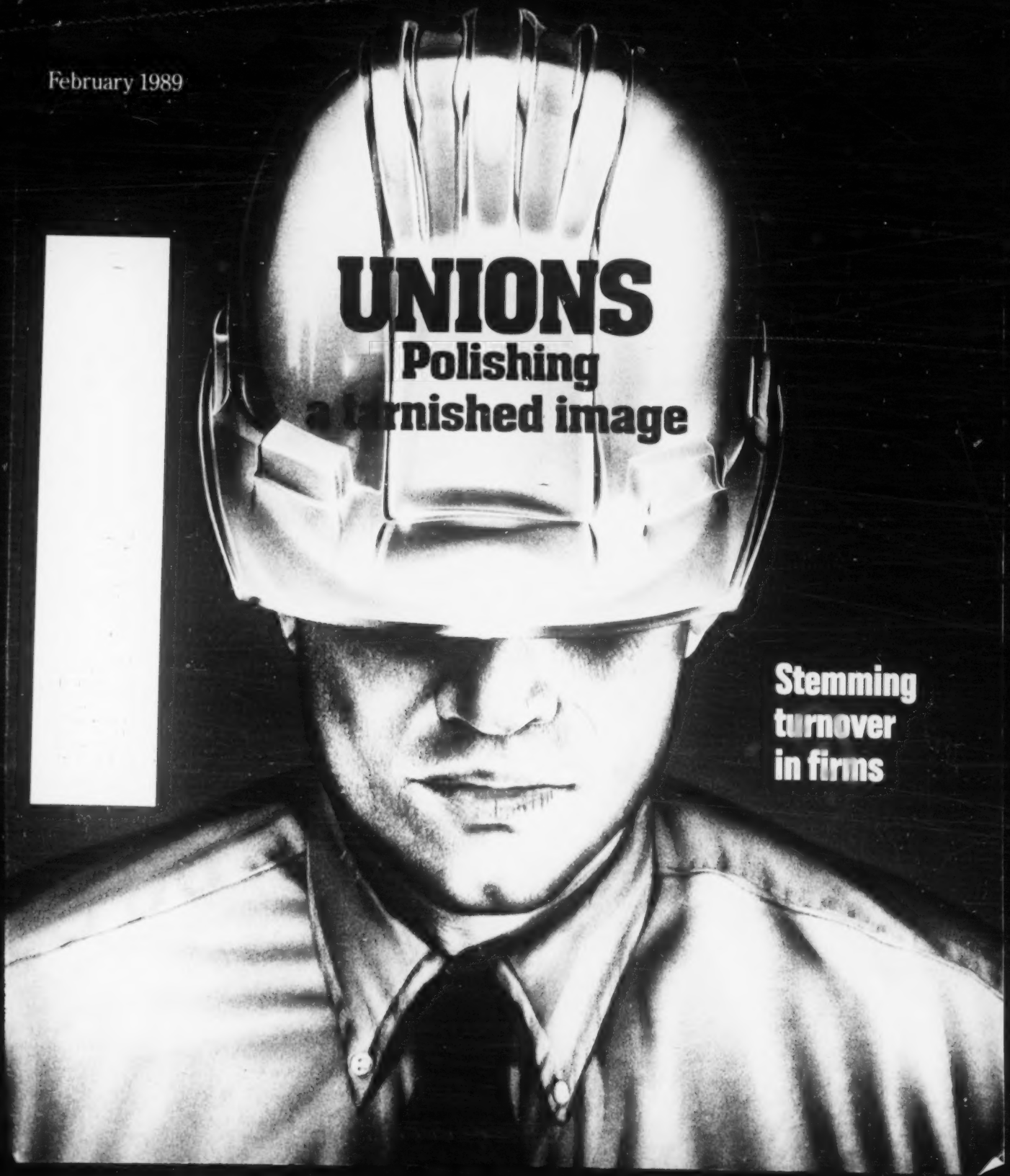
PUBLIC RELATIONS

A8720-1
21381

February 1989



UNIONS
Polishing a tarnished image

Stemming turnover in firms

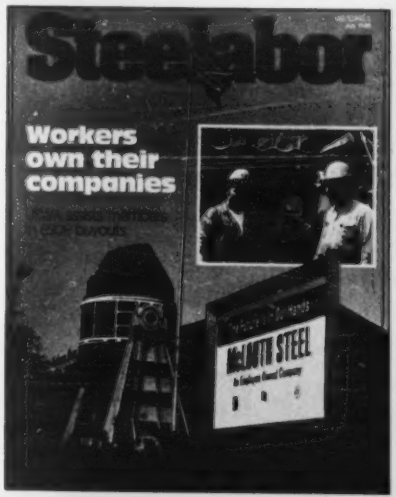
PUBLIC RELATIONS
JOURNAL

February 1989 Vol. 45 No. 2

FEATURES

17 Unions: Polishing a Tarnished Image
In the seventies, after decades of growing power and size, American labor unions were hit by a backlash of such major proportions that many wondered if they could survive. But in the last few years, the unions have been radically changing their approach from one of confrontation to cooperation—and learning to use public relations to improve their relations with employers, prospective members, and the public at large. *By Joe Cosco*

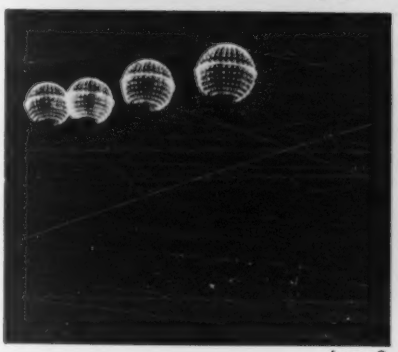
22 Stemming Turnover in Firms
Public relations firms live or die on the talent and experience of their professional staffs. Yet, some have as much as 50 percent staff turnover per year. A recruiter in the public relations field, who's also wrestled with the problem as a firm human relations manager and as a practitioner, offers his assessment of what must be done to begin reducing excessive turnover. *By Aaron S. Glazier*



page 17

ON THE RECORD

12 Helping CEOs Stay in Control • Building a Staircase to Top Management • Media Relations: A Critical Juncture • Corporate Codes of Conduct



page 8

WORKSHOP

29 Demonstrating Leadership through Public Service *By Hank Moore, APR*

Publicizing the 'Impossible' *By Donald M. Levin , APR*

BRIEFINGS

8 There Yugo . . . Again • Survey Confirms Practitioner/Management Goal Conflicts • Life Stories: Corporate Flasher • Strengthening Advisory Councils

DEPARTMENTS

Feedback ____ 5

Technology Update ____ 26
Finding a Fax to Suit Your Needs
Daniel Fishman and Elliot King

Books ____ 32
Theodore Lustig, APR, on *Communicating for Survival*; Ward White on *The Dartnell Public Relations Handbook*

People ____ 34

Fast-Close Classified ____ 35

Literature Showcase ____ 39

Ethics ____ 40
The Speakes Case: Where the Field Went Wrong

page 29

The *Public Relations Journal* is published by the Public Relations Society of America, 33 Irving Place, New York, NY 10003.

Cover Illustration: *Jeanette Adams*

WE DO IT ALL!

Black and White Prints?*
Studio Photography?

At Apco Apeda/Rik Shaw
We Do It All!

We offer over 181 photographic services including: color transparencies, display prints and murals, slide and computer graphics, light boxes, exhibits, retouching, special effects, product photography, and much more. And we have been doing it for over 81 years!

In addition, our studio photography division is well-known for producing top-notch photos.

*If black and white prints are your thing, ask us about our exclusive, new "Premier Print," the latest breakthrough in black and white processing.

Write or call David Stein for our new 1989 Photo Guide, which lists all of our services and prices.

ApcoApeda RikShaw
Complete Photographic Services

Apco Apeda/Rik Shaw, Inc.
525 W. 52nd Street, New York, NY 10019 (212) 586-5755

LIVE SATELLITE ISN'T ALL WE DO . . .

CORPORATE VIDEOS

Let PRO VIDEO's staff of Oscar, Emmy and Peabody - winning Directors, Producers and Cameramen produce your . . .

- Sales Videos
- Corporate Videos
- Public Affairs Videos
- Electronic Press Kits
- Corporate Documentaries
- Product Introduction Videos

Our experienced video marketing staff helps public relations agencies get clients — and keep them!

For budgetary proposals contact:

Gail Cottman
(213) 857-0777

PRO VIDEO NEWS SERVICE INC.

Elayne Angel
(202) 872-0929

SATELLITE / PRODUCTION
BROADCAST NEWS ACCESS
VIDEO MARKETING
WORLDWIDE

PRSA Public Relations Society of America
33 Irving Place, New York, NY 10003
(212) 995-2230

The Public Relations Society of America (PRSA) is an individual membership professional society of 14,728 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is "To serve the public need for understanding and cooperation among its diverse interests by fostering high professional and ethical standards for all those practicing public relations."

Officers of the Public Relations Society of America: **John L. Paluszek**, APR, president; **H.J. (Jerry) Dalton, Jr.**, APR, president-elect; **Dolores M. Swift**, APR, secretary; **Joe S. Epley**, APR, treasurer; **Elizabeth Ann Kovacs**, CAE, executive vice president.

PUBLIC RELATIONS JOURNAL

Editor
Publications Director
KARLENE LUKOVITZ

Production Director
JAY WEISER

Executive Editor
MERYL DAVIDS

Senior Editor
CELIA KUPERSZMID LEHRMAN

Art Director
SUSAN YIP

Advertising Manager
JOSEPH R. RUTKE

Advertising Coordinator
JOSEPH WHITFIELD

Special Projects
JEFF POETZEL

Subscriptions
MICHAEL CHU
(212) 995-2230

ABC

The **Public Relations Journal** (ISSN 0033-3670) is published monthly, except semi-monthly in June, by the Public Relations Society of America, 33 Irving Place, New York, NY 10003.
The second issue in June is the **Register** issue. Of the amount of dues paid by members of the Society, $16.00 is for a year's subscription to **PRJ**. Nonmember domestic subscription rates: $36.00 a year; $68.00 for two years; $102.00 for three years. Canada and all other foreign countries please add $2.00 to one-year rate; $4.00 to two-year rate; and $6.00 to three-year rate. Subscriptions must be paid in U.S funds with check drawn on a U.S. bank. Single copies $3.50 each. Second-class postage paid at New York, NY, and at additional mailing offices. **Postmaster:** Send address changes to the **Public Relations Journal**, 33 Irving Place, New York, NY 10003.
Members of the Canadian Public Relations Society receive the **Public Relations Journal** as a benefit of membership.

© Copyright 1989 by **Public Relations Society of America**.

Editorial Offices: 33 Irving Place, New York, NY 10003, (212) 995-2230.

Advertising offices: 33 Irving Place, New York, NY 10003
Display Advertising: (212) 995-5708
Classified Advertising: (212) 995-2266

ered, as well as replacement of standard parts."

Time called this "perhaps the most generous auto warranty ever." Yet, Yugo's public relations efforts for the warranty so far have had to be limited to press releases sent to automotive and business media (print and broadcast), and a brochure on the warranty given to dealers for distribution to customers.

Another major development for 1989 is Yugo's spring introduction of the Cabrio, an $8,300 convertible. Again, however, aside from the standard fare of press conferences to introduce the car, press kits, and press road tests, Yugo has been able to do little on the public relations front. Its only venturesome strategy so far has been hiring product placement brokers in Hollywood to try and get the Cabrio featured in movies and TV series.

"It's a long shot," says Ciminera. "You're not sure how good the scripts will be, or how much exposure the car will get. Still, we think the convertible will be the start of that kind of exposure for us."

This year will also see still more improvements in Yugo's GV, GVL, and GVX models, including an optional electronic multipoint fuel-injection system, three-speed automatic transmission, and facelifts for these models. Public relations, once again, is for now limited to basic media relations.

The bottom line, Ciminera concedes, is that, because of the buyout, public relations, marketing, and advertising campaigns for 1989 will not tie into any "traditional promotional schedule," and Yugo America may have to wait for its 1990 models to get back on track.

Varied sponsorship efforts

Though new public relations programs for 1989 have been minimal in most areas, Yugo spokespersons point out that in recent years the company has initiated two major sponsorship programs, and is now developing new ones.

In 1987 and '88, Yugo sponsored entries in the 8,000-mile One Lap of America road rally. "We entered this rally because we felt the little car needed to prove to the public how reliable it can be," explains Ciminera. "In '87, it tied for third with an Audi that cost eight times as much. We'll have to decide whether to enter the rally again in 1989." Some Yugo owners were inspired to enter their cars in smaller rallies around the country, Ciminera says, but One Lap of America did not generate much publicity for Yugo. "Any ex-

Continued on page 11

Survey confirms practitioner/ management goal conflicts

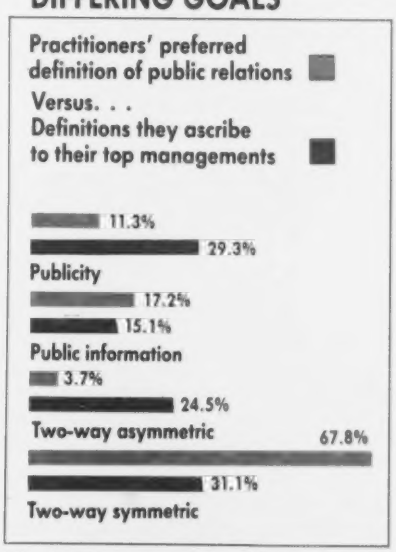
Two groups have differing definitions of public relations

Although it would seem that an organization's top management and its public relations department would have to share common goals in order to succeed, that sharing appears not to be the case in many organizations across the country, according to a new study presented by James Bissland to the PRSA Educators Section at the association's national conference in November.

A survey of 557 practitioners revealed that 56 percent believe that the overall role they see for their organization's public relations differs from that preferred by their management.

The study also found that practitioners whose view of public relations is not aligned with their management's report lower overall job satisfaction.

Bissland and Terry Lynn Rentner, both of Bowling Green University, in Bowling Green, Ohio, sent a four-page questionnaire to randomly selected members of PRSA and the International Association of Business Communicators. Among other questions, practitioners were asked what they believe their role should be in their organizations. The choices offered were: to publicize their wares in any way possible (press agentry model); to disseminate information truthfully and accurately (public information model); to persuade the public to agree with their company's views (two-way asymmetric model); or to develop mutual understanding between their management and the public (two-way symmetric model). The respondents were also asked to indicate which view they believe their management holds.



Nearly 56 percent of practitioners recently surveyed believe that the goal they set for public relations differs from the one their management prefers. Practitioners who feel those goals are not in synch suffer lower morale and less job satisfaction than those whose goals mesh more easily.

"When we undertook the study, we were interested in answering two distinct hypotheses," Bissland said: "Is there a conflict between practitioners' definitions of public relations and their managements', and what difference does it make if there is?"

Fully two-thirds of respondents said they prefer the mutual-understanding approach, but only 31 percent said their managers would agree with this definition of public relations. Most indicated that they believe their managers are primarily interested in public relations as persuasion, information dissemination, or propaganda. All in all, just 44 percent of respondents said that they felt their goals and their managements' goals were clearly in sync (see chart).

Bissland noted that managers themselves were not surveyed on their definitions of public relations. However, he maintains that it is significant that such a large percentage of practitioners feel that there is conflict with management.

Low morale is by-product

Not only was morale significantly lower among those who are at odds with top management, but many such respondents indicated that they would not have taken the job if they had known then what they know now. Some even claimed that they would not have chosen a public relations career.

"This raises many additional questions," Bissland concluded, "such as, how do practitioners and their managements cope with this tension, and to what extent do practitioners really practice the definition that they preach?" But, he observed: "There is a definite need for more mutual understanding. Public relations's need for better public relations must start in the workplace."